Profile for Presidential Search

Community Engagement and Economic Development

Each community has its own unique history and culture which in turn influence the dimensions of successful community college leadership. Flint and Genesee County’s culture reflect our distant and recent manufacturing history.

The role and influence of unionized labor runs deep in the roots of Flint and Genesee County, the birthplace of the United Auto Workers. The UAW and skilled trades unions have been strong supporters and advocates for the College and community. Faculty and staff at Mott Community College are represented by six organized labor units. And while manufacturing employment has decreased significantly, many retired auto workers continue to reside in the region.

Residents are proud of our ethnically, racially and socio-economically diverse community and are engaged in a wide variety of organizations and collective efforts focused on helping neighbors and improving quality of life. Although the area has been especially hard hit by the recent recession, Flint is beginning to rebound with the downtown area making a comeback, spurred in large part by the community’s focus on the city as a “college town.”

Mott Community College is seen by many as the mainstay of the community and the President is a highly sought after and high profile leader in the College’s service area who has the honor of living on campus in the home provided by the College. The College and its President are involved partners with business, government, non-profits, the faith-based community and education (both our 21 K-12 districts and three institutions of higher education). To ensure the success of the College, the President develops strong working relationships with local political leaders and legislators of both parties to engage them with the College mission and encourage their involvement and support.

The economic reality of our region demands that the College ensure its programs and services are directly related to current and emerging labor market needs. Workforce and economic development continue to be keys to the redevelopment of Flint and Genesee County and the vitality of Mott Community College.

Given the above, the next President of MCC must possess:

- A strong background in collective bargaining and labor relations.
- An awareness of the area and a keen and genuine interest in living in, engaging by actively participating in, and contributing to the community.
• Demonstrated experience engaging and partnering with community groups, educational institutions and local, regional and state entities to ensure student success and preparation to meet the needs of the workplace.

• Successful experience participating in coordinated leadership with local, state, and regional efforts to attract and retain jobs and monitor global markets for emerging fields of study that will bring new opportunities to students, community, and region.

• A thorough understanding of the importance of entrepreneurship, workforce and economic development, coupled with a comfort with risk and the courage to engage in addressing training for emerging industries.

**Internal Leadership**

The next President will follow a highly successful President, Dr. Dick Shaink, who is retiring after 14 years. Accessibility and approachability for students, faculty, and staff are an integral part of the culture of Mott Community College. With a strong team of administrators and a culture where people perform their jobs well, the next President will have the freedom to focus on strategic leadership allowing for operations to be managed by the leadership team. At the same time, the ongoing development of the organization requires the skills of a President who can ensure that all organizational components are working in harmony and the senior management team models collaboration.

The President of Mott Community College reports to the Board of Trustees, a group of seven elected officials, three of whom are newer to the Board and have active careers outside of their service to the College and four who have served for extended periods of time. Four of the seven Trustees are up for re-election in November, 2014. An excellent relationship exists between the Board and the administration.

Although Mott Community College has sometimes been impacted by the media’s portrayal of the area, it is more frequently described as a shining light in the community. The College has clean, safe, attractive and very well-maintained facilities with an excellent public safety department that simultaneously serves as a training program for students. The physical and IT infrastructure are up-to-date and recognized for their innovation.

**Given the above, the next President of MCC must possess:**

• The grace, humility, courage, and self-confidence to positively address criticism of a new way of leading and to face comparison to the former president’s approach.
• An ease in working with and approaching students and a true interest in hearing their stories, comments, and concerns; a genuine interest in employees and their families; the capacity to lead by example

• A history of modeling a very positive outlook on service and volunteerism.

• The ability to positively interact with the Board of Trustees and further grow this already successful and healthy relationship.

• Skills and experience as an active, engaged, bridge builder who ensures that all areas are working together to support the overall mission of the College.

• The ability to build cohesion in the senior leadership group.

• A track record of hiring and retaining exceptional leadership talent.

• A reputation as a leader who is engaged with all areas of the College, transparent, and intentionally collegial; an emotionally strong and capable leader with a history of making difficult decisions and engaging organizational support to execute these decisions.

• Significant change management experience.

Financial Sustainability

Mott Community College’s long-term and underlying (SPUR) A+ credit rating was recently reaffirmed. Employees are informed of and generally understand the financial challenges facing the College and have supported the cost containment efforts through collectively bargained minimal compensation increases. Faculty, staff and administration continue to demonstrate wise stewardship of available resources, and Management has balanced the needs of the College and declining revenues while maintaining appropriate levels of reserves. In an attempt to manage the deep loss of local and state funding while keeping the College’s quality of programs and services intact, the Board of Trustees in the past three years has approved tuition increases well beyond its historical averages. Currently in-district tuition is $122.50 per contact hour. Cost control efforts have included efficient course section management, vacant position management, and judicious prioritization of maintenance efforts. A guiding value has been managing fiscal challenges without employee layoffs.

MCC continues to be challenged with balancing increased needs and limited revenue growth. College leadership has a practice of continually reviewing the comprehensive strategy that addresses the long term deficit to ensure that the organization provides affordable high quality education.
The community has traditionally approved millage requests and renewals sought by the College, and the voters recently approved a $50 Million debt millage renewal. The College will ask voters to renew a significant portion of its operating millage in 2017. The urban core of the district has been virtually unanimous in supporting millages, while the suburban communities have been somewhat less supportive. Anticipated declines in urban population will require the College to rely more heavily on the outlying communities for support. Traditionally, the College has been transparent to its internal and external stakeholders as to the realities of the budget, and plans seven years into the future to better guide the direction of limited College resources.

Overall, the next President will understand the significance of finances, but value the importance of people.

Given the above, the next President of MCC must possess:

- A sound financial background and business sense.
- Experience maintaining short and long term budget and finance priorities that provide a balanced approach to the needs of a learning organization with the flexibility to realign resources.
- Ability and/or experience seeking and cultivating alternative resources to supplement and/or increase existing revenue streams and funding sources.
- Ability to provide leadership and strategy development to ensure that any millage campaign is successful.

**STUDENT LEARNING & SUCCESS**

Given increasing external pressures related to outcome measurement and accountability standards, the next President must possess the necessary skills to advocate for appropriate standards while facilitating and focusing internal organizational efforts to measure and communicate the College’s accomplishments and value. Balancing external demands for outputs such as timely program completion with Mott College’s long-standing commitment to quality learning and individual student success will become an increasingly difficult challenge especially given the high demands for developmental education that face the College and all institutions of higher education.
Mott Community College has a national presence, having been recognized for its outstanding programs and services. The next leader will model that national presence and continue to put Mott Community College in the spotlight for its innovation and success.

**Given the above, the next President of MCC must possess:**

- A track record of supporting enrollment and retention efforts, as well as student success and student centered initiatives.
- Demonstrated success in improving academic and vocational-technical programs, developing and implementing effective outcomes assessment measures, and effectively using that data.

**TECHNOLOGY INITIATIVES**

Mott Community College has user-centered, state-of-the-art technology and staffing support that enhance student learning, support faculty, improve staff productivity, maximize student success, and ensure organizational effectiveness. The College is advanced in its technology initiatives, serving as a benchmark for nearby colleges. IT staff is highly respected for their knowledge and willingness to share information with other institutions. The next President will be expected to maintain and advance Mott Community College’s reputation for being ahead of the curve in technology.

- **Given the above, the next President of MCC must possess** an understanding and familiarity with technology combined with an appreciation for its place in higher education

**SYSTEMS IMPROVEMENT**

The College utilizes the Academic Quality Improvement Program (AQIP) as its approach to accreditation and has successfully strived to enhance and align continuous process and systems improvement to respond quickly to changes in the internal and external environment.

- **Given the above, the next President of MCC must possess** a commitment to support and enhance continuous improvement.
HUMAN RESOURCES DEVELOPMENT

The College is dedicated to a culture of community, respect and collegiality among faculty and staff which is aligned with individual accountability for personal and organizational success. In support of this culture, the College provides comprehensive professional development opportunities that improve teaching and learning, develop leadership, and strengthen employee skills through its innovative Center for Teaching and Learning. In addition, Mott Community College has utilized a collaborative approach to labor relations for over fifteen years and this partnership has helped create a positive workforce culture.

Like other organizations, the College is in the middle of the retirement of baby boomers and is simultaneously experiencing increased competitive pressure for talent as the economy improves. Attracting and retaining the best talent and finding creative solutions for talent acquisition are anticipated to be of increasing importance to the College and its next President.

Given the above, the next President of MCC must possess:

- The ability to maintain and develop MCC’s positive workforce culture.

- The knowledge and skill to partner with unionized labor, while balancing the needs and interests of employees, students, community and the institution.

- The ability and creativity to maintain the College as an employer of choice in the area, remaining competitive for attracting the best and brightest as faculty and staff, as well as retaining current shining stars of the College.
Required and Preferred Qualifications and Characteristics

Required Knowledge and Experience

- A combination of education, training, and experience in a community college setting
- Teaching experience
- Experience in a collective bargaining environment
- Master’s degree from an accredited institution

Required Leadership Qualifications

- Significant community college leadership experience and skills necessary to provide vision and direction to the College and community
- A proponent of community colleges and the unique mission
- Innovative, flexible, and adaptive
- Encouraging of others and the habit of giving credit where it is due
- Futuristic, with the ability to identify needs, and develop and communicate a plan
- An infectious personality who inspires others to do their best
- Ability to lead courageous conversations and act on results
- Confident without being egotistical

Required Personal Characteristics

- Personable and relatable
- Respectful of people and an authentic listener
- An excellent communicator, with ability to present ideas, listen to others, and synthesize and integrate multiple perspectives
- A high level of integrity, honesty and ethics with the ability to instill high standards in others
- Trustworthy, with an unwavering respect for confidential information

Preferred Qualifications

- Community college teaching experience
- Experience in fundraising, governmental relations, and the accreditation process
- An earned doctorate from an accredited institution